# NEW POWER AUDIT AND WWF

Analyzing one's power in the world is an essential tool for determining where one's organization is and how it can attain its objectives.
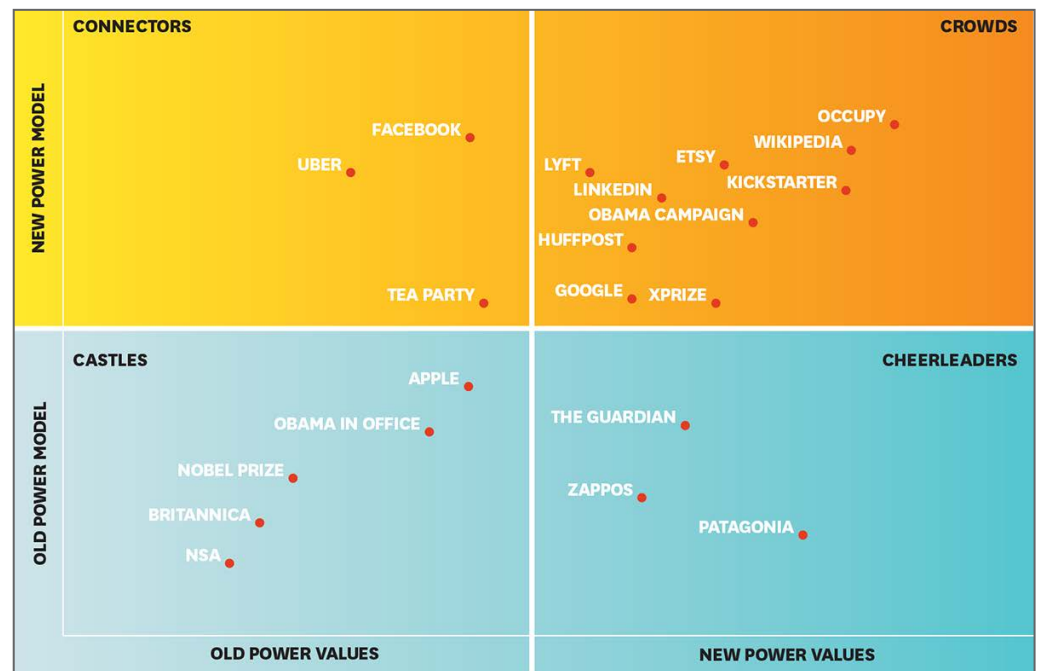
In the article *"Understanding New Power"*, by Jeremy Heimans and Henry Timms on HBR. org, "traditional organizations" should follow 3 steps to develop their power starting with step one - assess their place in a shifting power environment.

This paper focuses on WWF (and its sub brand Earth Hour) within its environment by plotting WWF and similar organizations against each other on Google Trends to compare their relative power. The hypothesis is that "old power" organizations like WWF are losing their relevance versus "new power" organizations like Avaaz.

But first a step back, by looking at the archetype organizations in the article to illustrate how this is done and to give a relevant frame of reference for the audit.

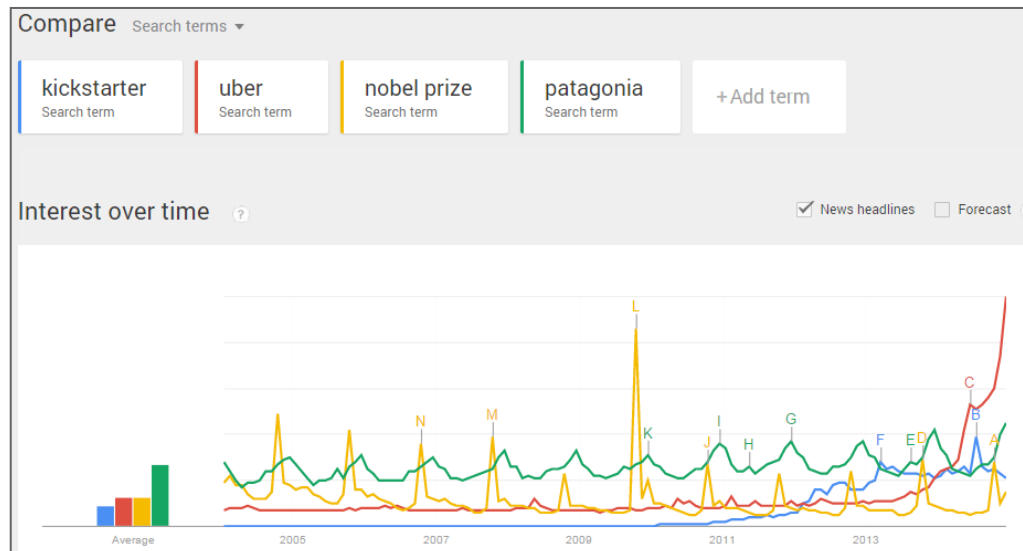## "NEW POWER" organizations by Google Trends

Analyzing deeper the broader environment first gives a better context to fit a traditional organization. A simple place to start is to take some examples from the article and analyze their power in one context – Google search over time using trends – google.com/trends.



CONNECTORS      CROWDS

NEW POWER MODEL

FACEBOOK

UBER

OCCUPY

LYFT   ETSY   WIKIPEDIA

LINKEDIN   KICKSTARTER

OBAMA CAMPAIGN

HUFFPOST

TEA PARTY

GOOGLE   XPRIZE

CASTLES      CHEERLEADERS

OLD POWER MODEL

APPLE

OBAMA IN OFFICE      THE GUARDIAN

NOBEL PRIZE      ZAPPOS

BRITANNICA      PATAGONIA

NSA

OLD POWER VALUES      NEW POWER VALUES

Source: Jeremy Heimans and Henry Timms - hbr.org

The first step in the process starts with looking at the "New Power Compass" which plots various organizations on a quadrant by values and power model. Comparing the types of organizations by Google Searches over time is an interesting way to explore the changes happening to these organizations and provides a lens to analyze WWF's new power and plot similar organizations. This methodology is limited to markets where Google is dominant (unlike Russia or non-existent in China) and to search (excluding social media and messaging apps which have grown in importance).

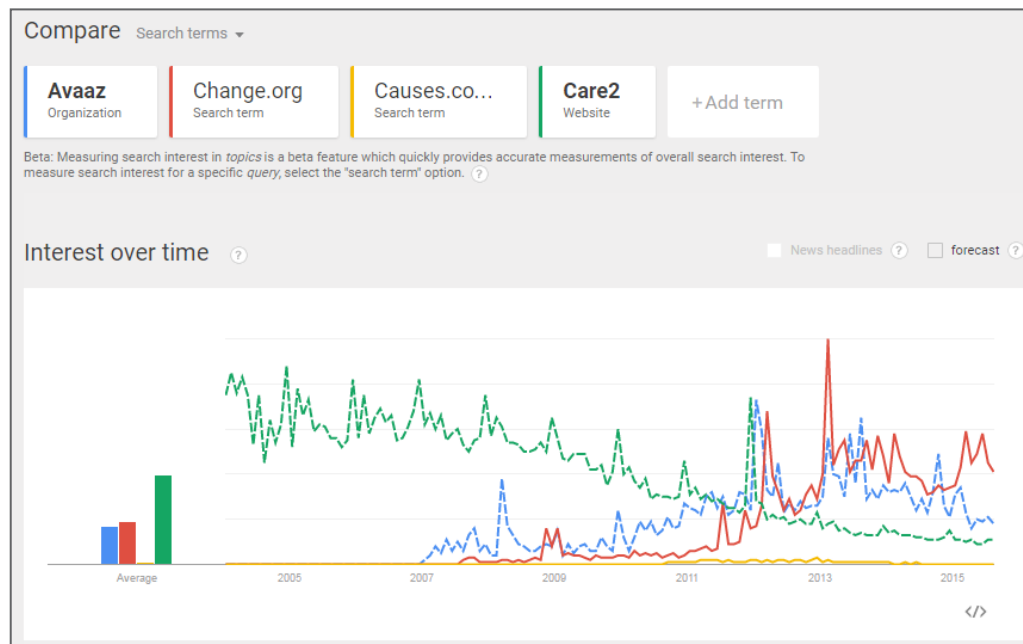**"New Power Compass" plotted against Google Trends data**

This graph indicates that organizations using "new power model" are accelerating at a much higher speed then those using "old power model" however it is showing these organizations at a similar level as in past years which is interesting – their power hasn't eroded that much (yet).

# Activism organizations by Google Trends

In "new power", activism organizations show a stronger shift - an activist like Care2 based on a website has decreased searches while Avaaz and Change.org accelerate upwards.

When compared to Non-Governmental Organizations (NGOs) which are more closely aligned with "Old Power" like WWF and Greenpeace however the "New Power" organizations are still quite small relatively speaking (see below) but they are growing at a much faster rate (while NGOs declined). The traditional activist organizations have seen a downward trend but this has plateaued over the last year). Earth Hour appears to have become more global in its reach with local search terms appearing in key markets and also in markets where Google is weak like Russia and especially China.
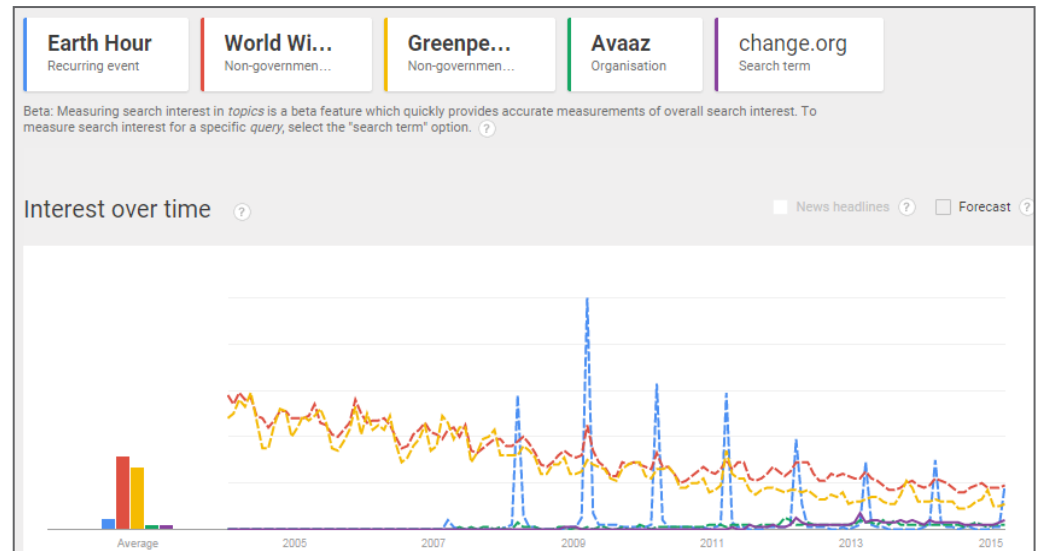
WWF uses its traditional connections to government and business as an old power base but is levering its almost 20M digital followers behind local, regional, and global activities including events/campaigns (like WWF's sub brand Earth Hour 8:30 worldwide on the last Saturday in March) and awareness days (like World Rhino Day September 22nd) using new power. Like Greenpeace, WWF successfully leveraged both new and old power which the original article refers to as acting bilingually.

# New Power versus Old Power values deep dive

WWF including Earth Hour has a social media following approaching 20M (million) versus Avaaz's 2M social media followers (see Panda.org/socialstats and Avaaz's total Facebook and Twitter followers). Avaaz counts 41M supporters versus WWF's 5M so on the surface it seems that WWF is far behind but one shouldn't underestimate the new power and potential WWF has when working as a network like the Living Planet Report 2014 or #EndangeredEmoji (see appendices C and D).

WWF is looking to improve its own internal measurement to include social media at a much more granular level and includes new variables which will give a much more comparable number to Avaaz see Appendix B: Key Performance Indicators. This is proving more critical in light of social media's shift towards paid promotion which is already seen in Facebook and expected soon in Twitter. WWF is currently strong in both but this shift could diminish its power. As messaging apps morph into more comprehensive platforms compatible with one to many communications, WWF is leveraging these platforms as a new power base with close to 2M followers on Wechat, Kik, Viber, and LINE combined.

**The Participation Scale**
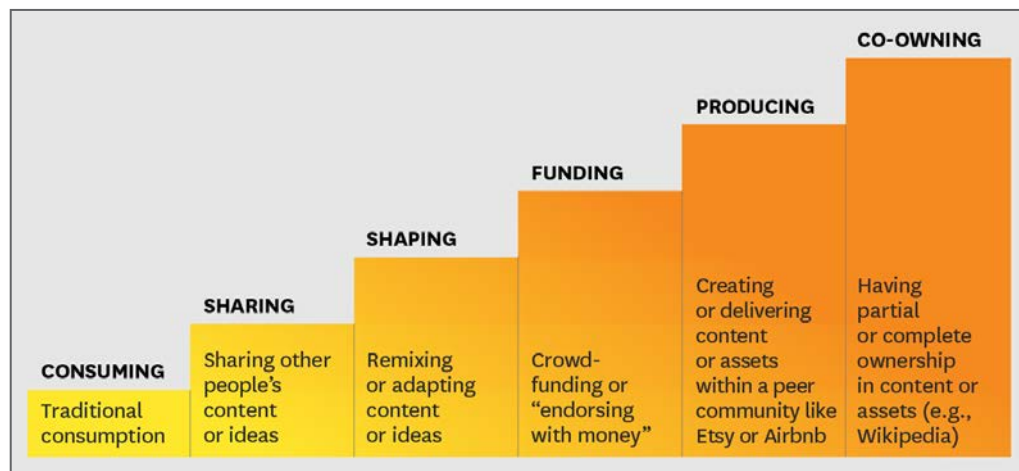
Comparing WWF and Avaaz shows the extent of each organization's depth of participation – Avaaz runs the whole gambit as does Earth Hour with WWF only dabbling in sharing and shaping. A recent campaign, #Endangered Emoji, is a stronger move up along the participation scale with people being asked to share their Emoji stories and donate (see Appendix D).
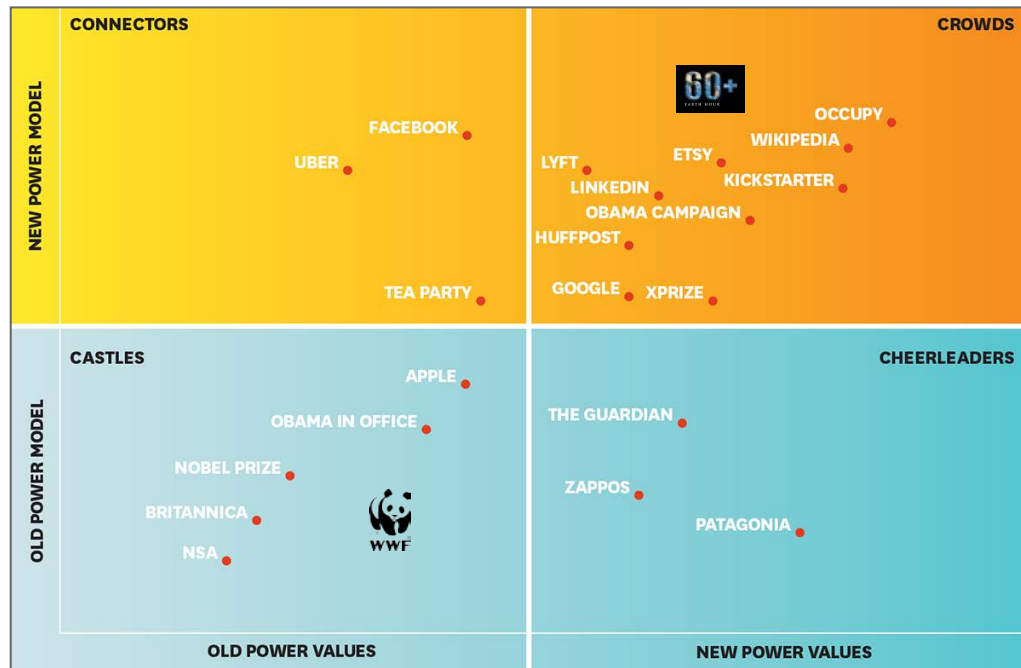
**Power Values**
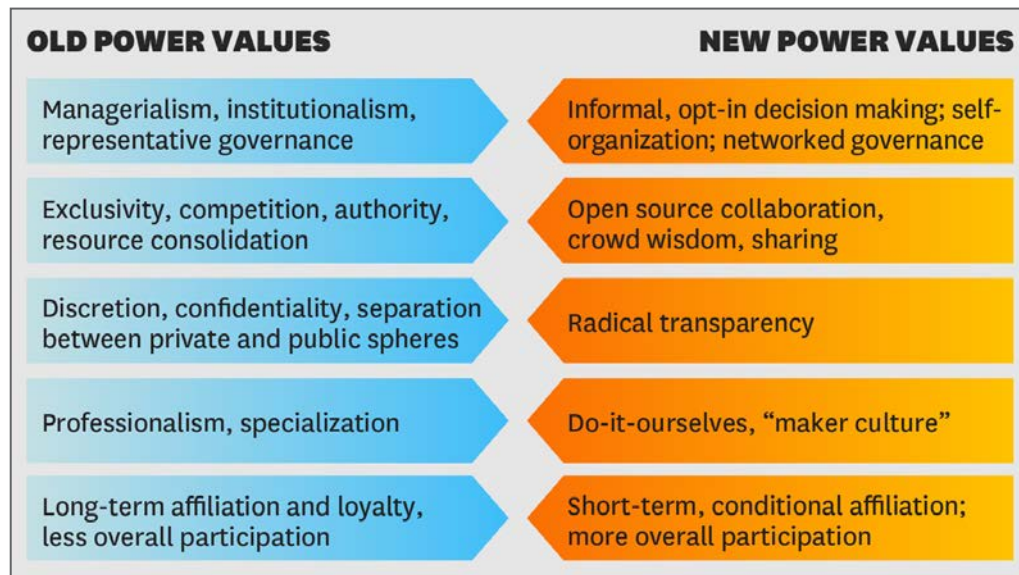
Ultimately this is reflected in how WWF operates versus Earth Hour and Avaaz.

WWF and Earth Hour work in very different ways and therefore when plotted on the "New Power Compass", work in very different quadrants of power which is instructive for a traditional organization keeping up with the times.

WWF is pursuing a pilot campaign to act more bilingually, *Together Possible* to acknowledge that it is at a crossroads as an organization. Will WWF truly embrace the new power trend by being ever more participatory (like Earth Hour) or retreat into its past and only preach to the converted?
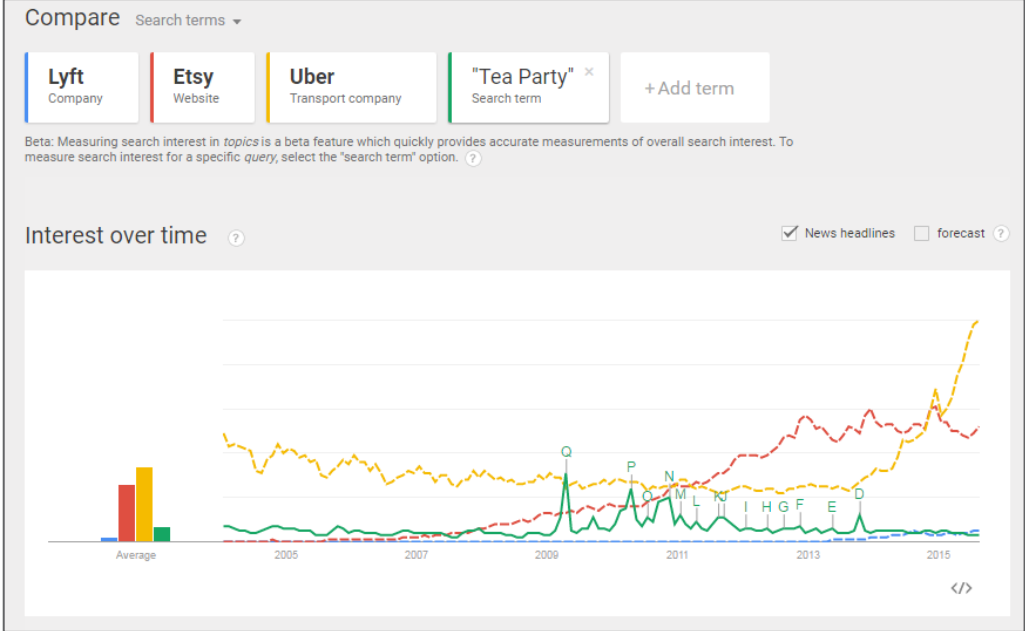
David Drodge is head of digital at WWF International and co-chair of the community council at Dot.Eco.

Track WWF's new power through social media on panda.org/socialstats or scan the QR code below
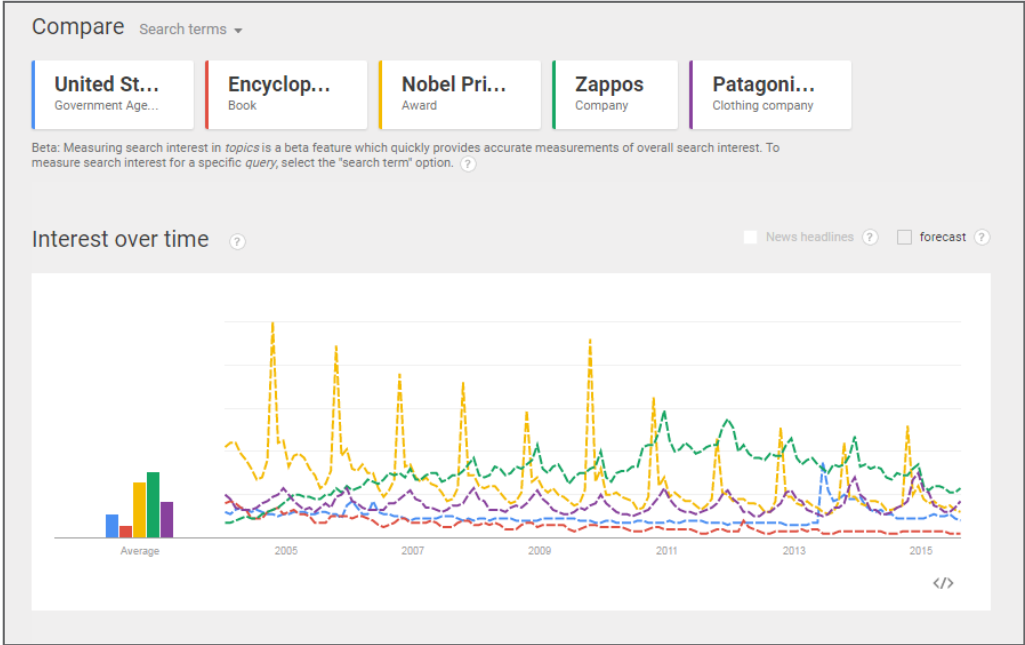
# APPENDIX A: ADDITIONAL ORGANIZATIONS PLOTTED BY GOOGLE TRENDS

**"New Power Compass" plotted against Google Trends data – New Power Model**



**"New Power Compass" plotted against Google Trends data – Old Power Model**

## APPENDIX B: PERFORMANCE INDICATORS – MOVING FROM FOLLOWERS TO ENGAGEMENT

Today WWF reports yearly on its social media footprint across its federation of offices at Panda.org/socialstats publicly. To compare better against other activism organizations we are adding more digital variables like email list size and web visits per month and deeper social media indicators like engagement by channel into our internal performance indicators supplementing reporting at the individual office level where deeper analysis is used to guide decision making.
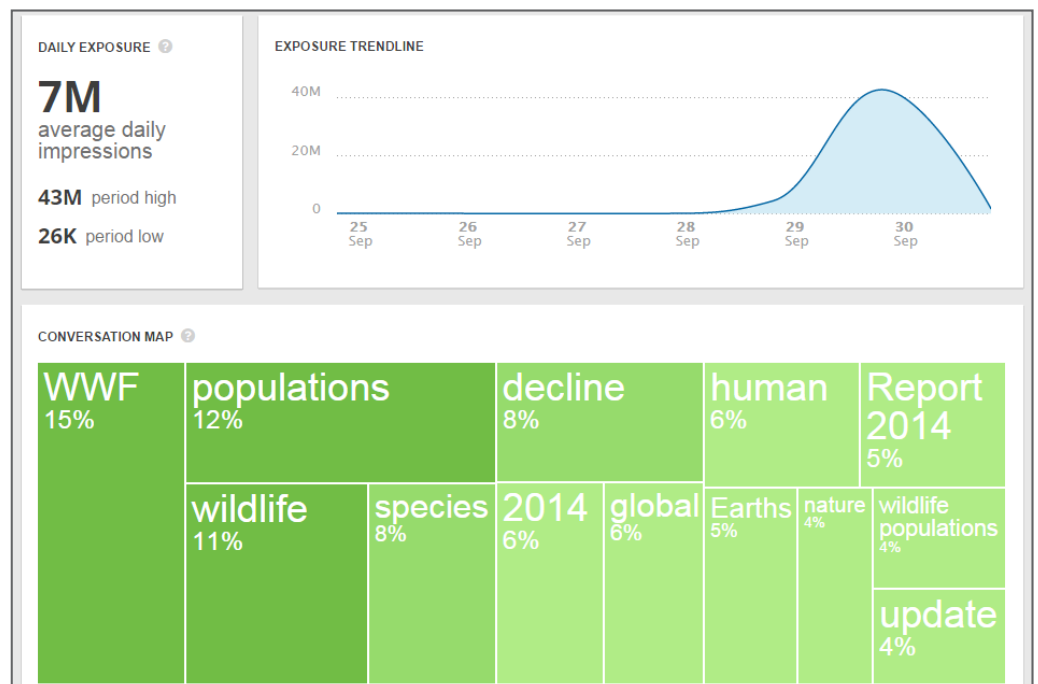
## APPENDIX C: LIVING PLANET REPORT 2014

Every two years WWF produces its state of the environment, the Living Planet Report. Like Earth Hour it is a time when the various WWF offices come together to simultaneously push the same message and get great results in social media – 135 million potential impressions:

## APPENDIX D: #ENDANGEREDEMOJI

WWF launched its first ever emoji-based fundraising campaign to help support the organisation's work to protect precious species

and their habitats just ahead of Endangered Species Day on Friday 15 May. The idea for the #EndangeredEmoji promotion was sparked by the discovery that 17 characters in the emoji alphabet represent endangered species. WWF is seeking to translate the popularity of these characters into donations. Emoji have been used over 202 million times on Twitter since they were integrated into the platform in April 2014. Part of the unwinding #EndangeredEmoji saga will be written by new and existing WWF social media followers with their own stories told through emoji as user generated content and eventually with donation based on their usage.

In the first 2 weeks of the promotion, there have been over 374k social media mentions of #EndangeredEmoji and over 55k (net) sign-ups.  Just under 2 months later, mentions reached 561k with 1.8M emojis tweeted with the hashtag.
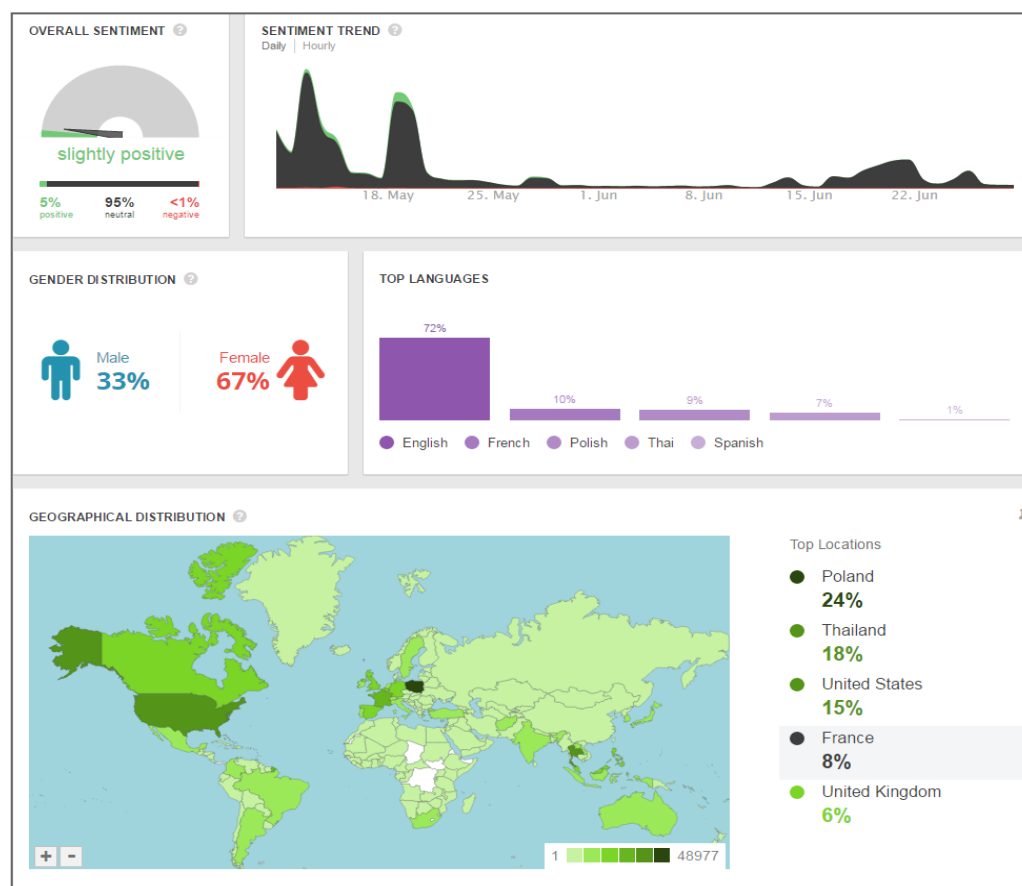


Source: uberVu- Monthly and Weekly reports